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**Operational activities of the
United Nations for international
development cooperation: reports of the
Executive Boards of the United Nations
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Population Fund, the United Nations
Children's Fund and the World Food
Programme**

Executive Board of UNDP/UNFPA

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**Report to the Economic and Social
Council**

Report to the Economic and Social Council

**Report of the Administrator of the United Nations Development
Programme and the Executive Director of the United Nations
Population Fund**

Summary

The present report is submitted in compliance with General Assembly resolutions 56/201, 59/250 and 62/208 on the triennial comprehensive policy review of operational activities for development.

Elements of a decision

The Executive Board may wish to take note of the present report and transmit it to the Economic and Social Council, together with the comments and guidance provided by delegations at the present session.

* E/2009/100 (to be issued).



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I. Joint UNDP/UNFPA section

A. Implementation of the reform programme of the Secretary-General and the provisions of the triennial comprehensive policy review

Capacity development

1. The position statement of the United Nations Development Group (UNDG) on enhancing the United Nations contribution to national capacity development was implemented through field testing and staff training to ensure full utilization of the UNDG capacity assessment methodology. The methodology establishes a common platform to promote capacity development at the country level, directly responding to the triennial comprehensive policy review (A/RES/62/208) which provides for enhanced support to developing countries as well as system-wide coherence and coordination.

2. Capacity development is the UNDP core service in programme countries, clearly highlighted in the UNDP strategic plan, 2008-2011. UNDP programme strategies give priority to creating opportunities for sustainable capacity, including institutional reform, the promotion of leadership, education and learning, and enhanced accountability. Capacity development cuts across the work of UNDP and defines how the organization contributes to development results in those four areas. In the context of its own strategic plan and consistent with the triennial comprehensive policy review, a UNFPA guidance note on capacity development is being finalized. Based on the UNDG guidance framework, it embraces a methodology for undertaking capacity assessments in three mandate-specific programme areas: population and development; reproductive health; and gender equality. UNFPA expects that the guidance note will be validated and implemented during the period of the current strategic plan (2008-2011).

3. UNDP hosts a thriving capacity development network with over 1,000 participants from United Nations organizations, governments, and other development partners. The network facilitates exchanges of ideas, reciprocal learning from lessons and challenges, and the promotion of 'best practices'. In 2008, UNDP supported programme countries in all regions through capacity assessments and responses in such areas as programme delivery, disaster risk management, and the implementation of national growth and development strategies and plans. Public-private partnerships strengthened basic service delivery towards achievement of the Millennium Development Goals. UNDP is developing a support programme to enhance regional and country-office project management, human resource deployment and procurement under Goals-based development strategies. Since 2005, more than 90 countries have been supported by UNDP to strengthen national capacities for coordinating and managing aid.

4. With the establishment of regional offices in 2008, UNFPA is strengthening its delivery of mutually reinforcing technical and programme assistance for capacity development at the country level by building on existing regional and national networks. UNDP has put in place deputy regional directors who will work with UNFPA, the United Nations and other regional partners to reach capacity development goals through regional directors teams and other regional mechanisms. A key challenge moving forward will be the development of indicators to measure the contributions of the various organizations towards national capacity development.

Information technology and knowledge-sharing

5. A potential opportunity for better knowledge-sharing is the emergence of 'Web 2.0' technology, which includes Wikis, blogs and information fora. UNDP and UNFPA are

taking advantage of those technologies to strengthen knowledge-sharing across the United Nations system. In the third quarter of 2008, UNDP and UNFPA participated in a knowledge management forum organized by the United Nations Secretariat to review knowledge-sharing operations and learn from one another's experiences.

6. UNDP, UNFPA, the United Nations Children's Fund (UNICEF) and other organizations participated in the successful piloting of a common directory system which is now being reviewed for implementation through the information and communications technology network of the Chief Executives Board. UNDP and UNFPA have completed the technical modifications necessary to participate in the United Nations knowledge-sharing project, which provides secure, unhindered access to the knowledge- and information-based intranet resources of participating organizations. UNDP and UNFPA are also completing the upgrade of their document repository systems. The United Nations Office for Project Services and the International Labour Organization are expected to integrate their networks by 2009 and a further 10 United Nations entities should have done so by 2010.

7. The unprecedented United Nations system-wide collaboration at the country and regional levels is being used to respond to the knowledge-sharing and management endeavours envisaged in the triennial comprehensive policy review, 2007. Specifically, the design of a local area network and a wide area network for the 'delivering as one' pilot initiative in Mozambique was supported by UNDP and UNFPA in 2008, and the same successful design is being proposed for Tanzania. The inter-organization 'ICT task team' developed proposals for the common domain name used by resident coordinators' offices in the 'delivering as one' pilot countries.

Simplification and harmonization of rules and procedures, transaction costs and efficiency

8. Through active participation in the High-level Committee for Management and the UNDG, UNDP and UNFPA engaged with United Nations country teams in the 'delivering as one' pilot countries to simplify and harmonize processes and procedures and reduce transaction costs¹. Inter-organization harmonization of business operations was led by the standing UNDG working groups on country office business operations and joint funding, financial, and audit issues. Working group priorities are based exclusively on issues raised at the country level, the majority of which were flagged by the pilot countries.

9. One of the key harmonization initiatives of 2008 was the ***harmonization of financial regulations and rules among UNDP, UNICEF, UNFPA, the World Food Programme (WFP), and the United Nations***. A preliminary set of harmonized regulations has been drafted and reviewed by respective Comptrollers and will need to further reviewed in early 2009. One of the principles underlying the harmonization exercise is to formulate regulations and rules within the context of the International Public Sector Accounting Standards. The eventual adoption of the standards by all United Nations organizations should strengthen United Nations coherence significantly in financial management, and especially in financial reporting. The final harmonized financial regulations and rules should be ready for consideration by the governing bodies during 2009.

¹ General Assembly resolution 62/208 on the triennial comprehensive policy review of operational activities for development of the United Nations system, paragraph 113: Calls upon the United Nations funds, programmes and specialized agencies to continue to harmonize and simplify their rules and procedures, wherever this can lead to a significant reduction in the administrative and procedural burden on the organizations and national partners, bearing in mind the special circumstances of programme countries, and to enhance the efficiency, accountability and transparency of the United Nations development system.

10. Further enhancement of the *management and oversight of multi-donor trust funds and 'one funds'*, established in the pilot countries, facilitated the joint resource mobilization efforts of country teams. Standard legal agreement revisions (the memorandum of understanding and the standard administrative arrangement) were drafted, to be used for establishing multi-donor trust funds and joint programmes, using a pass-through fund management option. Supplementing provisions to the role and responsibilities of the administrative agent will be finalized. Over 130 joint programmes have been initiated by country teams. A comprehensive guidance note on establishing multi-donor trust funds and a corporate oversight mechanism (linked to the existing fiduciary management oversight framework) are planned by the undg task team on joint funding to ensure that standardized procedures are agreed for the establishment, governance, and accountability of multi-donor trust funds.

11. The operational sub-group of representatives of internal audit services of the United Nations system led the development of the *framework for auditing United Nations system coordinated programmes supported by multiple agencies*, which was endorsed by the undg at the end of September 2008. The framework applies when several organizations are implementing programmes that have common objectives and for which a United Nations organization or the Secretary-General has overall responsibility. It is meant to facilitate the coordination of programme audits, supported by multiple organizations and financed by a combination of funds (other than multi-donor trust funds). It allows for the preparation of a fair overall presentation of the audit results of United Nations organizations participating in a given multi-organization programme.

12. A undg *human resources* harmonization effort began in 2008. UNDP and UNFPA actively sought solutions to human resources issues arising from the implementation of the 'delivering as one' initiative, including staff contracts, entitlements, post classifications, work planning and performance assessments. Further harmonization is expected to lead to inter-organization functional staff clustering. And since UNDP, the United Nations Development Fund for Women (UNIFEM), the United Nations Capital Development Fund (UNCDF) and the United Nations Volunteers (UNV) programme all use the same enterprise resource planning system, the integrated management of common vacancies using the same framework to measure competencies and talent has become a reality.

13. The undg task team on common premises, in which UNDP and UNFPA are active members, continued to guide and assist country teams in establishing *United Nations Houses and United Nations common premises*. A significant increase in security threats to United Nations offices worldwide, and the large number of security-related relocations of premises that UNDP supported in 2008, led to a system-wide agreement, reconfirmed in the 16th regular session of the High-level Committee for Management in September 2008, that the establishment of common premises should be considered on a case-by-case basis following a careful analysis of security implications. The lack of capital funding has increasingly become an obstacle to the successful implementation of common premises.

14. Paragraph 117 of the triennial comprehensive policy review, 2007, requested the United Nations development system to *further standardize and harmonize the concepts, practices and cost classifications related to transaction cost and cost recovery, while maintaining the principle of full cost recovery in the administration of all non-core/supplementary/extra-budgetary contributions, including in joint programmes*. Discussions are under way in the Finance and Budget Network of the High-level Committee for Management towards a harmonized cost recovery rate for all United Nations organizations. Building on previous work to achieve a harmonized 7 per cent cost recovery, UNDP, UNFPA and UNICEF worked together to increase harmonization in the areas of *cost classification and results-based budgeting*. They agreed

that increased harmonization should be possible when classifying costs as either programme (i.e., development) or support (i.e., management). UNDP is reviewing costs currently funded under programming arrangements (development effectiveness) and the biennial support budget (management costs).

15. Despite the many successes and practical efforts made by UNDP, UNFPA, and other organizations in supporting the 'delivering as one' country teams, exploring innovative ways of strengthening United Nations coherence, challenges remained in the area of overall system-wide harmonization of business policies, procedures, and practices. The pilots are nonetheless working to simplify and harmonize various business practices which, when successful, are expected to be replicated across the United Nations system. The reform of the United Nations coordination structure itself, which established undg as the third pillar of the Chief Executives Board, necessitated a reconfiguration of undg structures and a reconciliation of institutional approaches.

16. To accelerate work on common business operations rules, regulations, policies and procedures, the High-level Committee for Management developed and presented to the informal session of the General Assembly a *plan of action on the harmonization and reform of business practices* containing 19 simplification and harmonization projects in procurement, human resources, information technology, and finance and budget. The projects seek to facilitate inter-organization coherence and cooperation, improve the effectiveness of United Nations operations, and foster efficiency gains through harmonized standards, rules, regulations and policies, as well as through joint management initiatives. Resource mobilization for the implementation of the plan of action is under way.

17. To strengthen national capacities in public financial management, UNDP, UNFPA, UNICEF and WFP continued implementing the harmonized approach to cash transfers (HACT) across country offices in 2008. Thirteen countries are fully HACT compliant and many others are partially compliant. UNDP and UNFPA advocated for and supported the adoption of HACT by the specialized agencies, funds and programmes. Some have already agreed to implement the HACT in the 'delivering as one' pilot countries.

18. UNDP and UNFPA initiated the revision of the Financial Rules and Regulations to facilitate participation in direct budget support and other pooled funding arrangements at the country level. The changes approved by the UNDP/UNFPA Executive Board during its September 2008 session will enable UNDP and UNFPA to engage in direct budget support, thus responding to the call to support the development of national capacity for various modalities of development financing. Within established limits and based on agreement with partners, UNDP and UNFPA are now able to pool funds in core mandate areas when this modality is in use.

Coherence, effectiveness and relevance of operational activities for development

The common country assessment (CCA) and the United Nations Development Assistance Framework (UNDAF)

19. To identify further improvements to the CCA/UNDAF guidelines, both organizations participated actively in the undg working group on programming policies, which obtained feedback from United Nations country teams and solicited suggestions for modifying the 2007 guidelines. Under the same working group, a study of results-based management practices in the United Nations was carried out which identified a number of challenges and opportunities, resulting in modifications to the monitoring and evaluation section of the 2007 guidelines. Posted on the undg website, the undg 'Programming Reference Guide' provides a comprehensive, up-to-date source of undg programming policies, tools and training modules. In addition, the web-based electronic learning

package on common country programming, with seven new modules, was pilot tested, updated and expanded.

20. Based on user experience and lessons to date, the single document signed between governments and participating United Nations organizations on joint programmes was revised during the year. The revised format articulates clear lines of accountability and includes the legal, programmatic, and financial requirements of UNDG organizations. It promotes results-based management, gender equality, environmental sustainability and capacity development, and was piloted by the Millennium Development Goals Fund, financed by the Government of Spain.

The resident coordinator system and the United Nations country teams

21. The triennial comprehensive policy review, 2007, provided guidance on how the United Nations development system could improve its response to national priorities. In the 'delivering as one' pilot countries, UNDP and UNFPA worked with United Nations and government partners with new energy, momentum and a greater sense of common purpose. By strongly encouraging the eight pilot country teams to implement agreed reforms, and allowing for broad latitude to innovate 'as one United Nations team', the pilot countries have dramatically accelerated the pace of change and demonstrated the potential for a more coherent United Nations system. Lessons thus far have demonstrated a decrease in fragmentation, duplication and internal United Nations competition for resources, which has lessened the burden on governments. These results owe much to the heavy investments that have been made by the United Nations system and its government partners, without which progress would have been difficult.

22. The 'delivering as one' pilot country programmes have strengthened government leadership and ownership, and alignment with national priorities, while ensuring that governments have full access to the experience and expertise of the wider United Nations system. United Nations reform at the country level is increasing participation and joint programming among the United Nations organizations, including specialized and non-resident agencies. UNDP and UNFPA have been working with UNDG partners to provide further support to the pilot countries through joint missions for the 'One Fund', change management, accountability and audit, and capacity and skills assessments.

23. A recent development is the agreement reached among UNDG principals describing a management and accountability framework for the resident coordinator system that includes aspects such as the resident coordinator job description, country team methods of work, and conflict resolution. This is a major step forward for the entire United Nations family. The agreement covers an 18-month period with an assessment and evaluation at the end of 2010. The UNDG has also elaborated an integrated resident coordinator/humanitarian coordinator resources tool-kit and selection, appraisal, and training initiatives. Increasingly, resident coordinator posts are being taken up by representatives of organizations across the United Nations system: 35 per cent from agencies other than UNDP; 33 per cent women and; nearly 50 per cent from the South (a 12 per cent increase from 2005 to 2008). Training and learning opportunities available to resident coordinators have increased, and the women resident coordinators leadership development programme was launched in 2008.

Gender

24. UNDP and UNFPA play a key role in the Inter-Agency Network on Women and Gender Equality. The network established several task forces, including: (a) the gender and Millennium Development Goals task force (chaired by UNDP and World Bank); (b) the Task Force on Violence Against Women (co-chaired by the Division for the Advancement

of Women and UNFPA); (c) the gender and climate change task force (co-chaired by UNDP and the United Nations Educational, Scientific and Cultural Organization (UNESCO) and (d) the Task Force on Women, Peace and Security (chaired by the Office of the Special Adviser on Gender Issues). As co-chairs of the Task Force on Violence against Women, UNFPA and the Division for the Advancement of Women are supporting 10 country teams to address prevention and response to violence against women through country level programming in Burkina Faso, Chile, Fiji, Jamaica, Jordan, Kyrgyzstan, Paraguay, the Philippines, Rwanda and Yemen.

25. In 2008, UNDP endorsed its own gender equality strategy, 2008-2011, which accompanies the UNDP strategic plan, 2008-2011. UNFPA developed its strategic framework on gender mainstreaming and women's empowerment. The UNDP strategy establishes concrete development and institutional mechanisms for strengthening women's empowerment and gender equality within each of UNDP's areas of work. The UNFPA framework promotes gender equality efforts as one of its three focus areas, as reflected in its strategic plan, 2008-2011. UNDP and UNFPA have played a pivotal role in the Multidisciplinary Task Force on Sexual Exploitation and Abuse.

26. UNDP has a successful regional knowledge management platform, 'America Latina Genera', servicing the gender community in Latin America and the Caribbean (450 daily and 8,000 monthly visits). UNDP supports the International Knowledge Network of Women in Politics, an international global network and platform aimed at increasing participation and effectiveness of women in political life.

27. The UNDP Bureau for Crisis Prevention and Recovery has allocated 15 per cent of all funding to gender specific projects. Currently 19 countries (out of 120 proposals) are implementing projects funded by the gender thematic trust fund, while 16 country projects are sponsored by the Japanese Women in Development Fund. Both funds have played a catalytic role in bringing gender issues to the forefront of development research, policy advice, and advocacy.

28. UNDP chairs United Nations Action against Sexual Violence in Conflict, a concerted effort by twelve United Nations organizations to improve coordination and accountability, amplify programming and advocacy, and support to national efforts to prevent gender-based violence and respond effectively to the needs of survivors. Through United Nations Action, UNDP and UNFPA provided strategic assistance to country teams in crisis and crisis prevention countries.

29. Out of 53 proposals received by the 'gender equality window of the Millennium Development Goals achievement fund, 13 countries received a combined \$102 million (over three years) to implement joint programmes. At the end of 2007, UNFPA and UNICEF launched a joint programme and trust fund which aims to achieve a 40 per cent reduction in female genital mutilation and cutting in 17 countries by 2012. The joint programming initiative has already commenced in Djibouti, Egypt, Ethiopia, Guinea Bissau, Guinea Conakry, Kenya, Senegal and Sudan.

30. In the environment and energy area, UNDP, the United Nations Environment Programme (UNEP), the World Conservation Union and the Women's Environment and Development Organization launched the Global Gender and Climate Alliance at the 13th Conference of the Parties to the United Nations Framework Convention on Climate Change in Bali in December 2007. UNDP and UNFPA worked with 25 United Nations and civil society organizations in the following areas: (a) global policy on gender and climate change to develop a gender mandate within the Convention secretariat; (b) climate change financing mechanisms that benefit women and men equitably; and (c) capacity of local,

national and international stakeholders on the integration of women and gender into climate-change plans and processes.

31. UNFPA worked with the World Health Organization (WHO) and civil society partners to develop capacity-building tools to involve men and boys in the themes of sexual and reproductive health; maternal and child health; fatherhood; HIV and AIDS; and prevention of gender-based violence. Collaboration and partnerships between UNFPA and local structures and institutions, including traditional leaders and religious organizations, have proved instrumental in realizing the goals set out by the Programme of Action of the International Conference on Population and Development (ICPD). At the regional level, UNFPA supported regional faith-based forums that brought religious leaders together to strengthen partnerships for networking on reproductive health, including HIV and the prevention of gender-based violence. On behalf of the Joint United Nations Programme on HIV/AIDS (UNAIDS) and with support from UNIFEM and the UNAIDS secretariat, UNDP led the development of 'gender guidance for national AIDS responses'. UNDP, UNFPA, UNICEF, and UNIFEM are working together to develop an inter-organization 'e-learning' course on gender.

32. The active participation of UNFPA in the high-level Millennium Development Goals events in 2008 helped highlight the crucial importance of access to reproductive health in reducing child and maternal mortality; achieving a decrease in the number of early pregnancies; and preventing HIV/AIDS. During the 52nd session of the Commission on the Status of Women, UNFPA provided technical support in discussions on ending female genital mutilation that led to the adoption of resolution 52/2. At the same session, UNFPA supported discussions that led to a commitment to strengthen policy and programme linkages between HIV/AIDS and reproductive health in resolution 52/4. The session resulted in agreed conclusions on financing gender equality and the empowerment of women which were transmitted to the 63rd United Nations General Assembly for the Follow-up International Conference on Financing for Development to Review the Implementation of the Monterrey Consensus.

South-South Cooperation²

33. The third Cooperation Framework for South-South Cooperation, to conclude in December 2008, concentrated on mainstreaming South-South cooperation as a 'driver of development effectiveness'; creating public-private partnerships; and managing and sharing Southern development knowledge and expertise. Successful partnership mechanisms include the upgraded 'Southern experts roster', a methodology for sharing Southern solutions, global assets and technology exchange; mutual learning networks; and 'centres of excellence' in oil and gas management, disaster risk management, creative economy for development and small/medium enterprises; New Rice for Africa; and remittances for development. Twenty-five national stakeholder networks and 42 Southern development rosters have been developed.

34. UNFPA strengthened South-South cooperation initiatives in census and population surveys; the delivery of reproductive health services; development of training modules; and research in population and development. Training modules and background papers on population and development, reproductive health and gender have also been developed to respond to capacity development needs and gaps in developing countries. Furthermore, internal discussions on regional strategies to strengthen South-South cooperation and

² More extensive information on South-South cooperation during the period 2005-2007 is available in reports submitted to the 15th session of the High-level Committee on South-South Cooperation (SSC/15/1 and SSC/15/2), as well as the report of High-level Committee submitted to the General Assembly (A/62/39) and the State of South-South Cooperation, Report of the Secretary-General (A/62/295).

triangular arrangements involving other partners are ongoing in the Africa, Asia and the Pacific, and Latin America and the Caribbean regions. Partners in Population and Development, an inter-governmental alliance consisting of 21 member countries, worked with UNFPA in those endeavours.

35. Responding to its South-South cooperation evaluation findings, UNDP is implementing a corporate strategy to consolidate and strengthen support to South-South cooperation with new country-level programming initiatives in South Africa, Timor-Leste, and Zambia. Brazil, India and South Africa established a mechanism to boost trade and investment while providing significant financial support to other developing countries through the 'IBSA Trust Fund'. Over \$5 million was disbursed in 2008 alone. In Brazil, collaboration between the UNDP International Poverty Centre, the Brazilian Ministry of Social Development and Fight against Hunger, and the Department for International Development of the United Kingdom led to a study tour of the Africa-Brazil Cooperation Programme that brought together representatives from the African Development Bank, the African Union, Angola, Ghana, Kenya, Mozambique, Namibia and the New Partnership for Africa's Development.

36. The South-South cooperation framework for 2009-2011 (DP/CF/SSC/4/Rev.1), emphasizing three focus areas and proposals for management, resource mobilization, and monitoring and evaluation, was presented to the Executive Board at its second regular session 2008.

Transition from relief to development

37. UNFPA and UNDP are actively involved in the undg-Executive Committee on Humanitarian Affairs Joint Working Group on Post-Crisis Transition Issues. To strengthen transition from relief to development, UNDP, the Development Operations Coordination Office, the Office for the Coordination of Humanitarian Affairs (OCHA) and partners have jointly reviewed United Nations coordination arrangements in the post-crisis recovery phase and have established modalities to provide predictable and sustainable coordination support to United Nations country teams and partners in transition countries.

38. UNDP worked with the United Nations Department of Peacekeeping Operations (DPKO) to develop tools for integrated mission planning and modalities for joint programming in disarmament; demobilization and reintegration; gender; and the rule of law. Missions serviced Afghanistan, Burundi, the Democratic Republic of the Congo, Haiti, Liberia, Sierra Leone, Sudan, and Timor-Leste. UNDP also worked with the Department of Political Affairs on the development of an integrated strategic assessment tool, which was piloted in Somalia in January 2008.

39. In the Inter-Agency Standing Committee for Humanitarian Affairs, UNDP leads the 'early-recovery cluster', which provides support to strengthen the capacity of United Nations resident/humanitarian coordinators to initiate and coordinate early recovery activities. UNDP established its early recovery team in the Bureau for Crisis Prevention and Recovery

40. Much UNFPA work at the country level focused on building the capacity of governments and United Nations organizations to consider gender, reproductive health, and population issues in the design and implementation of their activities in peace and security. UNFPA worked on mainstreaming gender across humanitarian clusters and, specifically, strengthening gender considerations within the early-recovery cluster.

41. UNFPA supported country offices in the development of, and follow-up action for, national plans addressing gender-based violence. As a member of the gender sub-working group of the Standing Committee, and with financial support from United Nations Action

against Sexual Violence in Conflict — which unites the work of 12 United Nations entities to prevent all forms of gender based violence, including sexual violence in conflict ('UN Action') — UNFPA hosted the second global training on coordination of interventions in gender-based violence emergencies.

42. UNFPA continued to play an active role in the global task forces of unarmed services and in disarmament, demobilization and reintegration, and has taken the lead with UNAIDS and DPKO to draft guidelines on HIV/AIDS and disarmament, demobilization and reintegration. Furthermore, UNFPA has led efforts to ensure that reproductive health and gender issues are mainstreamed in all disarmament, demobilization and reintegration guidelines. In 2008, UNFPA and UNDP contributed to the implementation of Security Council resolutions 1308 (2000), on the maintenance of international peace and security (HIV/AIDS and international peacekeeping operations), and 1325 (2000), on supporting women in conflict and post-conflict situations.

Evaluation of operational activities for development

43. The Director of the UNDP Evaluation Office serves as the first elected Chair of the United Nations Evaluation Group (UNEG). The UNEG principles formally entrust UNDP with the responsibility of being the UNEG Executive Coordinator as well as hosting the UNEG secretariat. The UNEG code of conduct, ethical guidelines, core competencies of heads and job descriptions for evaluators were adopted at the annual general meeting, held in Geneva from 2 to 4 April 2008. Based on the evaluation priorities established by the triennial comprehensive policy review, the UNEG programme of work focuses on: United Nations reform and evaluation; the evaluation function; and professionalizing evaluation. In the area of United Nations reform and evaluation, the Chief Executives Board requested UNEG to initiate the first phase of the evaluation of the 'delivering as one' pilots. The studies of all eight pilot country experiences and a synthesis report are available on the UNEG website.

44. UNFPA completed two independent evaluations on contributions to aid effectiveness through participation in sector-wide approaches and joint programmes. The evaluation found that UNFPA is active among United Nations organizations in adopting sector-wide approaches and identified several areas for improvement including: the kind and quality of technical support and the skills mix of UNFPA country office staff; a stronger linkage to wider national socio-economic debates; and ensuring the participation of civil society. The findings indicate that one of the strongest benefits of joint programmes is that they enhance United Nations relevance. The development and implementation of joint programmes continue to face significant learning challenges.

45. UNFPA country offices conducted 82 evaluations of country programmes, projects and topical themes in 2007. Of these, nine were joint evaluations conducted with other United Nations organizations, multilateral or bilateral organizations, and governmental and non-governmental organizations. 71 per cent of UNFPA country offices reported support to national partners in evaluation and results-based management. The primary beneficiaries were ministries of health, finance and planning, and national AIDS organizations.

46. UNFPA is finalizing a strategy for repositioning and strengthening evaluation across the organization to enhance accountability and programme delivery. The strategy is built on lessons learned and results-based management; it will guide the design of the UNFPA evaluation policy to be discussed by the Executive Board in June 2009.

47. Since adoption of the UNDP evaluation policy in 2006, its guiding principles and norms have gained a firm foothold. The independent UNDP Evaluation Office elaborates its programme of work, conduct, and evaluation reports without clearance by UNDP management.

48. Following the approval of its 2007-2008 programme of work, the UNDP Evaluation Office conducted country programme evaluations in Benin, Congo Brazzaville, Ecuador and Rwanda, and the following thematic evaluations: third cooperation framework for South-South cooperation; results-based management at UNDP; the role of UNDP in the Arab States Region; the engagement of UNDP in new aid modalities; the third Global Cooperation Framework; and the role and contribution of UNDP in the environment and energy. The Evaluation Office also participated in three joint evaluations: Small Grants Programme of the Global Environment Facility, first phase of the joint evaluation of the undg contribution to the implementation of the Paris Declaration on Aid Effectiveness; and the country-led joint evaluation with the Government of South Africa.

B. Follow-up to international conferences and the Millennium Development Goals

49. The internationally agreed development goals, including the Millennium Development Goals, form the cornerstone of UNDP and UNFPA work at the international, regional, national and local levels. As worldwide, time-bound and quantified targets for addressing extreme poverty, the Goals represent an unprecedented strategic effort to mobilize resources and technical support to end extreme poverty.

50. UNDP and UNFPA have been actively involved in supporting the continued prominence of the Goals in the international development architecture. The 25 September high-level event provided an opportunity for the entire United Nations system to take stock of the strategic framework in place to support the Goals. UNDP and UNFPA worked with a range of organizations to co-sponsor and organize 14 partnership events which accompanied the event. In collaboration with the United Nations Office of Partnerships and the Department of Economic and Social Affairs (DESA), a conference room paper and matrix were produced to monitor approximately \$16 billion in pledges.

51. Building on progress in 2007: (a) some 23 countries have completed Goals needs assessments; (b) more than 60 countries are involved in Goals-based planning, with several new countries in early planning stages; (c) application of the UNDP needs assessment tools has been extended to middle-income countries, exemplified in Ecuador and El Salvador; and (d) substantial support has been contributed to donor roundtables and consultative group processes. Refinement of UNDP tools continued, in collaboration with the World Bank, UNESCO, UNICEF and other organizations, on education and health components. Major multilateral and bilateral institutions agreed on a measurement tool for the Education for All Fast Track Initiative.

52. UNDP and UNFPA played a consultative role in the drafting of the Millennium Development Goals Report 2008 and in its public launch in early September, as well as the report of the 'MDG gap' task force, *Delivering on the Global Partnership for Achieving the Millennium Development Goals*. UNDP and UNFPA worked together throughout 2007 and 2008 to assist the Organisation for Economic Co-operation and Development and Member States with preparations for the Accra High-Level Forum on Aid Effectiveness.

53. In late 2007, with the Statistics Division of DESA, the 'Relief Web' of the Office for the Coordination of Humanitarian Affairs, and UNICEF, UNDP launched the 'MDG Monitor' with funding and in-kind support from Google and Cisco Systems. The Monitor is designed as a one-stop shop for information on progress towards the Goals globally and at the country level. It is a learning tool for policymakers, development practitioners, journalists and students, showcasing existing data. The figures presented are from the official database of indicators on the Goals, maintained by the United Nations Statistics Division, in collaboration with the DESA Statistics and Population Divisions, the UNDP Human Development Report Office, and, the World Bank, for its World Development Indicators. The UNDP knowledge management team facilitates the online poverty

reduction and Millennium Development Goals networks, bringing UNDP and UNFPA together with thousands of professionals, practitioners and theorists to identify, replicate and scale up 'best practices' on the Goals.

54. In addition to Millennium Development Goals-focused programming at country, regional and global levels, UNDP work is supported by the four-year, €518 million (\$780 million) contribution to create the MDG Achievement Fund. Nearly \$24 million was disbursed in 2007 as core contributions; \$30.6 million in contributions were made to Coherence/One United Nations funds in 'delivering as one' pilot countries; and by mid-September 2008, over \$300 million in joint programming had been approved for eligible projects in 57 countries.

II. UNDP section

A. Implementation of the reform programme of the Secretary-General and the provisions of the triennial comprehensive policy review

Funding for the operational activities for development of the United Nations system

55. Total contributions to UNDP and its associated funds and programmes reached almost \$5.2 billion in 2007. Contributions to regular (core) resources reached close to \$1.12 billion, in nominal terms, in 2007, and exceeded the final and overall target set by the multi-year funding framework, 2004-2007. The significant increase from the \$924 million gross regular income reached in 2006 to the 2007 level of \$1.12 billion resulted from volume increases in regular contributions in nominal local-currency terms, exchange-rate gains, and full payment of pledges.

56. UNDP continued to rely heavily on a limited number of donors. The top 10 donors provided about 81 per cent of regular resources in 2007. With the aim of reducing overdependence and broadening the donor base, the Administrator reached out systematically to donors and programme countries to ensure that the resource base reached target levels. The political commitment of Member States to an enhanced regular resource base for UNDP was reflected in the 37 programme countries that contributed to UNDP regular resources in 2007, and 21 that increased or resumed contributions, often despite considerable internal constraints.

57. Other (non-core) income reached nearly \$4 billion. Non-core (earmarked) contributions to UNDP from bilateral donor governments, mostly from States members of the Development Assistance Committee of the Organisation for Economic Co-operation and Development, increased from \$1 billion in 2006 to \$1.1 billion in 2007. Non-core resources entrusted to UNDP by non-bilateral and multilateral partners, such as the European Commission, the World Bank and the Global Fund to Fight Aids, Tuberculosis and Malaria, remained approximately at the 2006 level of \$1.2 billion. Local resources, channelled through UNDP by programme country governments and other local partners in support of their own national development, decreased from almost \$1.4 billion in 2006 to just below \$1.3 billion in 2007. Overall, this largely unchanged level of 'other' resources suggests that UNDP continues to be called upon to support governments to obtain, direct, and manage different types of funding, in accordance with national priorities.

58. 'Other' resources represent an important complement to the regular resource base. However, the ratio of regular to other income remains at approximately 1:4, despite the 2007 growth in regular income. As stressed in the 2007 triennial comprehensive policy

review and outlined in the integrated resources framework of the strategic plan, UNDP strives to balance the ratio between regular and other resources.

Country-level capacity of the United Nations system and regional support

59. As manager of the resident coordinator system, UNDP solicited inter-organization inputs to improve recruitment, selection, and training, as well as to balance appointments. UNDP is using the undg-approved management and accountability framework to clarify and support the work of resident coordinators, United Nations country teams and regional directors teams. The 2008 global retreat of regional directors teams provided an opportunity for undg organizations to discuss and propose work processes, and support and performance systems to improve regional coherence and coordinated country-level support.

Crisis prevention and recovery

60. Crisis prevention and recovery were integrated into the strategic plan. Through its Bureau for Crisis Prevention and Recovery (BCPR), UNDP supports Member States in: (a) promoting the peaceful and sustainable management of conflicts and disputes before the emergence of violence; (b) achieving lasting recovery from violent conflict; and (c) reducing risk of losses in natural disasters, and achieving swift recovery. BCPR is implementing a five-year strategy, following consultations with development partners.

61. A cross-cutting element of this strategy is promoting women as central partners in crisis prevention and recovery efforts. In 2007, UNDP launched a three-year action plan to promote an eight-point agenda for women's empowerment and gender equality in crisis settings. Implementation of this plan is well under way in Côte d'Ivoire, Ecuador, the Democratic Republic of the Congo, Liberia, Somalia, Sudan and Timor-Leste. In 2007, UNDP supported the inter-organization initiative United Nations Action against Sexual Violence in Conflict, which is chaired by the BCPR Director.

Conflict prevention

62. UNDP collaborated with DESA, the Peacebuilding Support Office, UNICEF and the Office for the High Commissioner for Human Rights. UNDP assisted 36 countries in 2007, supporting dialogue and consensus building, social cohesion, and building local conflict management capacities in Ecuador, Ghana, Guyana, Kenya, Mauritania, Nigeria, and Sierra Leone. UNDP also promoted the integration of conflict analysis into national development plans and programmes.

Post-conflict recovery

63. In 2007, UNDP supported:

(a) *Early recovery.* UNDP developed a corporate early-recovery policy to address the critical gap between humanitarian relief and long-term recovery. In 2007, 11 early recovery advisors were deployed. UNDP also led a number of early-recovery training initiatives at the country level to build national capacities.

(b) *The rule of law, justice and security.* UNDP developed a global programme on strengthening the rule of law in conflict and post-conflict situations, which will provide comprehensive technical and policy support to 17 countries between 2008 and 2011. UNDP commenced its support to Bosnia-Herzegovina, the Central African Republic, Chad, Guatemala, and Sudan. UNDP also strengthened its engagement in inter-organization settings and became co-chair of the Inter-Agency Standing Committee protection cluster working group on rule of law and justice.

(c) *Disarmament, demobilization and reintegration.* In 2007, UNDP provided support to 13 countries, including Afghanistan, the Central African Republic, Côte d'Ivoire, the Democratic Republic of the Congo, Haiti, Indonesia, Serbia and Nepal. Several joint missions were undertaken in partnership with NATO and the European Commission. UNDP continued to be involved in the Inter-Agency Working Group on Disarmament, Demobilization and Reintegration, which it co-chairs with DPKO, where 16 United Nations agencies, funds and programmes work together to strengthen and consolidate United Nations-wide efforts. The working group developed the Integrated Disarmament, Demobilization and Reintegration Standards and a supporting operational guide. UNDP and UNFPA, in strong partnership, have been supporting HIV/AIDS programmes for ex-combatants in Côte d'Ivoire, Liberia, Nepal and Sudan.

(d) *Armed violence reduction, small arms and mine action.* In 2007, UNDP provided support on small arms control and reduction of armed violence to the Former Yugoslav Republic of Macedonia, Jamaica, Kenya, the authorities in Kosovo, and Sudan. The Central America Small Arms Control Project was launched in 2007 to support governments in the region. UNDP also worked with nine national small-arms commissions from the Economic Community of West African States. UNDP has placed particular emphasis on developing joint methods with other United Nations partners, especially DPKO, for mine action in post-conflict situations. UNDP provided technical and advisory services to 37 national mine-action programmes, including Angola, Burundi, Cambodia, Iraq, Laos, Lebanon and Yemen. A central focus of UNDP support has been to strengthen South-South cooperation, including through the mine action exchange programme.

(e) *Immediate crisis response.* UNDP strengthened its 'surge' capacity by launching a rapid deployment mechanism that can deploy advisors to a crisis area within days. In 2007, 63 UNDP experts joined this mechanism, 43 of whom undertook pre-deployment training, while eight were deployed to support country offices in Bangladesh, Liberia, the Solomon Islands and Sudan.

Natural disaster risk reduction and recovery

64. Following the launch of the Global Risk Identification Programme, on the occasion of the Global Platform for Disaster Risk Reduction in 2007, UNDP helped initiate approximately 50 projects, including the first risk assessment projects in Chile, Nepal and Peru. Climate risk management has emerged as a pressing challenge, and incorporation of disaster risk reduction in key development sectors is a priority, as is strengthening institutional structures for disaster preparedness. In Bangladesh, UNDP led the early recovery cluster coordination group to address early recovery needs caused by cyclone Sidr in November, 2007. An improved post-disaster needs assessment emphasizes human recovery needs as well as damage and loss assessments in post-disaster environments.

B. Strategic partnerships, including cooperation with the World Bank

65. UNDP strengthened its engagement with foundations in 2007 and 2008. More than 60 UNDP offices worked with philanthropic foundations, promoting peace, security, and achievement of the Millennium Development Goals. The 'MDG Carbon Facility', with funding from the United Nations Foundation, was launched at the G8 meeting in Berlin. This innovative market-based initiative helps to develop projects to reduce greenhouse gas emissions in line with Kyoto Protocol standards. A \$20-million partnership was formed with the Mohammed bin Rashid Al Maktoum Foundation to promote education and knowledge societies, and the Bill & Melinda Gates Foundation awarded a \$19-million grant to support the expansion in West Africa of a UNDP agro-enterprise programme to

boost the productivity and income of women farmers. In 2007, 79 country offices reported engaging with private sector business to advance development priorities in UNDP practice areas. In 29 country offices, activities sought to strengthen the business environment to promote private sector-led growth. Other partnerships with the private sector included microfinance, strengthening integrated supply chains, and advancing entrepreneurship among women. With the support of global programmes such as Growing Sustainable Business, 13 countries reported on 54 projects that worked with companies on core business competencies in agriculture, renewable energy, information and communications technology, and financial services. Finally, 43 country offices promoted corporate social responsibility through the Global Compact.

66. UNDP, UNFPA and other members of the undg enhanced their collaboration with World Bank in Africa under the auspices of the 'MDG Africa steering group'. UNDP worked with United Nations partners to establish strategic partnerships to enhance country-level programme delivery. The International Fund for Agricultural Development, UN-Habitat, the United Nations Educational, Scientific and Cultural Organization, the United Nations Environment Programme, the United Nations Industrial Development Organization, the United Nations Office on Drugs and Crime regional commissions and other United Nations entities renewed or embarked upon new programmatic and/or operational agreements with UNDP to enhance country-level joint programming and joint delivery on UNDAF outcomes. UNDP engagement with civil society organizations also grew, through country-level advisory committees to strengthen dialogue.

67. Finally, to reduce transaction costs for partner countries and increase the coherence and impact of assistance, the undg strengthened its partnership with the World Bank on crisis and post-crisis assistance to make countries more resilient, help people recover from conflict and crisis, and strengthen national capacity for prevention, response and recovery. The partnership emphasizes stronger collaboration on post-crisis assessments and multi-donor trust funds.

III. UNFPA section

A. Implementation of the reform programme of the Secretary-General and the provisions of the triennial comprehensive policy review

68. *Funding for the operational activities for development of the United Nations system.* In 2007, UNFPA increased its donor base from 180 to 182 donor governments. The five largest donors were Denmark, the Netherlands, Norway, Sweden, and the United Kingdom. Efforts to meet at least the same target for 2008 are ongoing. In 2008, regular resources are expected to reach \$457.7 million, a 9.2 per cent increase over 2007. That growth is primarily due to increases in local currency pledges from a number of countries, including Australia, Austria, Denmark, Finland, Italy, Luxembourg, New Zealand, Spain and Switzerland. Co-financing contributions are expected to reach \$200 million for 2008, in line with target set in the UNFPA strategic plan, 2008-2011.

Country-level capacity of the United Nations system and regional support

69. Based on the Executive Director's vision for UNFPA to become a more field-focused and efficient organization that can build capacity more effectively at the country and regional levels, UNFPA made significant progress towards its reorganization, which was approved by the UNDP/UNFPA Executive Board in September 2007 as part of the UNFPA strategic plan, 2008-2011. The reorganization entails significant strengthening of country

offices through additional and upgraded posts, staff training, and additional resources for technical assistance. It also entails establishment of regional and sub-regional offices by relocating headquarters geographical divisions to their respective regions to provide integrated programmatic and technical support to country offices. Wherever possible, country offices are co-located with those of UNDP, UNICEF, and WFP, which are aligned in regional coverage. Finally, a restructuring of headquarters has been undertaken to strengthen UNFPA capacity to provide effective support. UNFPA involvement within regional directors teams in support of United Nations country teams is being consolidated through its strengthened presence at the regional level, alignment of regional coverage, and co-location of regional offices.

70. One of the key themes at the UNFPA global staff meeting in 2007 was mainstreaming accountability for United Nations reform by including specific outputs and activities in the annual management plans of all units at headquarters. UNFPA was the first United Nations organization to evaluate staff based partially on their performance as UN country team members.

71. *Emergency assistance in conflict and natural disaster situations.* UNFPA follows a two-pronged approach to addressing reproductive health, gender, and data concerns in humanitarian response and recovery planning, while also integrating the Programme of Action of the International Conference on Population and Development (ICPD) into emergency preparedness, humanitarian response, and transition and recovery programmes. During preparedness and response, UNFPA works with partners at the international, regional, national and community levels to prevent pregnancy-related mortality and morbidity, HIV infection, and sexual and gender-based violence. In acute crises, UNFPA ensures implementation of the Minimum Initial Service Package of Reproductive Health in Crisis Situations, followed by comprehensive service provision during post-crisis and transition. In 2008, UNFPA provided technical and financial support to countries hit by natural and climate-change related disasters: China, Cuba, Djibouti, Ethiopia, Haiti, India, Jamaica, Moldova, Myanmar, Nepal, Romania, Togo and Tajikistan. Support was also provided to countries affected by conflict and/or civil strife: Cameroun, Central African Republic, Chad, Comoros, Democratic Republic of Congo, Georgia, Guinea, Iraq, Jordan, Kenya, Liberia, Sudan, Syria, Southern Africa, and Yemen.

B. Strategic partnerships, including cooperation with the World Bank

72. In the reporting period, UNFPA, UNICEF, WHO and the World Bank entered a commitment to work together to ensure universal access to family planning, skilled attendance at birth, and basic and comprehensive obstetric care.

73. UNFPA continued to participate in the International Health Partnership with the aim of advancing the Millennium Development Goals in 2008. Other partnerships focused on United Nations Action; the 2010 round of population censuses; parliamentarians; and reproductive health commodity security.

74. UNFPA continued to collaborate with networks of women's institutions, youth organizations, parliamentarians, human rights institutions, judicial systems, faith-based and community organizations, and the private sector. Ninety-eight programme countries reported civil society partnerships promoting the inclusion of reproductive health, gender equality, women's and girls' empowerment, and reproductive rights in human rights protection systems. In many countries, with UNDP, UNICEF, WHO, the World Bank and other partners, UNFPA chaired theme groups on HIV/AIDS, gender, poverty reduction, and data collection.

75. To increase programme impact, UNFPA is expanding partnerships with governments, professional organizations, non-governmental organizations, and community and religious leaders. A culturally sensitive approach is increasingly being emphasized to ensure ownership of the ICPD agenda by communities and individuals. The focus in 2008 will be to consolidate inter-faith networks for population and development. A UNFPA-sponsored 'Global Faith-Based Organization Forum' was held in Istanbul in 2008 to enhance this strategic partnership. Among the meetings supported by UNFPA, the G8 'International Parliamentarians' Conference on Population and Sustainable Development: Global Health, Climate Change and Food Security' produced a strong statement of commitment by parliamentarians that called upon the G8 heads of state to commit to achieving the Millennium Development Goal 5 target of universal access to reproductive health care by 2015. The parliamentary statement was presented to the heads of state meeting in Hokkaido and, for the first time ever, the G8 leaders considered maternal health in their communiqué.



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Annual Report to the Economic and Social Council

Summary

This report is prepared annually to comply with General Assembly resolutions 59/250 and 62/208 on the triennial comprehensive policy review (TCPR) of operational activities for development of the United Nations system, as well as UNICEF Executive Board decision 1995/5 on the format and content of the Annual Report to the Economic and Social Council. The report provides information about the direction UNICEF is taking to work closely with other members of the United Nations system to ensure sustainable results for children.

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I. Introduction

1. This report covers 2008, the first year following the adoption, in December 2007, of the General Assembly resolution on the triennial comprehensive policy review of operational activities for development of the United Nations system (A/RES/62/208). It also covers the third year of the UNICEF medium-term strategic plan (MTSP) for 2006-2011, when the midterm review of the MTSP was conducted. UNICEF has aligned its strategic framework with the focus of the 2007 TCPR and its provisions for the operational activities of the United Nations system. More detailed response to the 2007 TCPR is contained in the UNICEF Action Plan, available on the UNICEF website.

2. The report focuses on how UNICEF, in the context of the 2007 TCPR, is working with governments, the United Nations system, and non-governmental organizations (NGOs) to address the rights and well-being of children. The report illustrates UNICEF contributions to the coherence of operational activities for development of the United Nations system, national capacity-building, South-South cooperation, gender equality and transition from relief to development.

3. This report complements the Annual Report of the Executive Director on progress in achieving the targets of the MTSP in the context of the Millennium Development Goals and related commitments, as well as the response to the Evaluation of Gender Policy Implementation in UNICEF (E/ICEF/2008/CRP.12). Trends in progress and performance against key indicators of the MTSP will be analyzed in the Data Companion that will accompany the Annual Report of the Executive Director.

II. Overall approach to the role and functioning of development cooperation of the United Nations system

A. Funding for operational activities for development of the United Nations system

4. In 2007, official development assistance from the 22 countries of the Development Assistance Committee (DAC) of the Organisation for Economic Co-operation and Development fell by 8.4 per cent in real terms to an estimated \$103.7 billion. Excluding debt forgiveness, there was a small rise of 2.4 per cent in aid from 2006 to 2007. UNICEF itself recorded an increase in income of 8 per cent in 2007 over 2006 and expects a modest overall increase in income of 2.6 per cent in 2008.

5. Pledges received during the United Nations Pledging Conference in November 2007 combined with pledges from the ninth UNICEF pledging event held during the first regular session of the Executive Board in January 2008 amounted to \$383.8 million from 48 Governments, including both industrialized and programme countries. Detailed results of pledging events are available in the Executive Board report (E/ICEF/2008/7 (Part I)).

6. As of September 2008, UNICEF had recorded regular resources income of \$578 million from government donors against the medium-term financial plan projections of \$609 million for 2008. Total regular resources income from all

sources for 2008 is projected to be \$1,136 million. The current share of regular to total resources is 26 per cent.

7. The TCPR stressed that core resources continue to be the bedrock of the operational activities for development of the United Nations system, due to their untied nature. UNICEF shares the concern of the General Assembly over the persisting imbalance between core and non-core contributions in view of the crucial importance that the former have for UNICEF in fulfilling its operational and normative mandate across all regions.

8. Contributions to other resources recorded from Governments as of September 2008 were \$877 million. Of this amount, \$566 million went to other resources-regular, against a financial plan of \$893 million, while \$311 million went to other resources-emergency, against a financial plan of \$339 million. As of 30 September 2008, total other resources income from all sources was \$1,628 million — 83 per cent of the planned target of \$1,955 million for 2008.

9. The TCPR has repeatedly underscored the need for the United Nations system to have access to flexible and predictable funding. The 2007 TCPR (A/62/73-E/2007/52) mentions thematic funding as an innovative approach to improve predictability of funding for development activities. In the report on thematic funding presented to the Executive Board during its second regular session of 2008 (E/ICEF/2008/22), UNICEF emphasized that the steady and proportional increase of thematic funds has been an indicator of success and an organizational priority. Thematic funding reinforces the results-based approach by helping to shift the programmatic focus of cooperation from inputs and activities to outcomes and sustainable results for children. It remains a growing proportion of total funding for UNICEF. In 2007, thematic funding for the five MTSP focus areas and humanitarian response represented 15 per cent of other resources, reaching the MTSP target for this indicator. As of the end of September, UNICEF had received \$160 million in thematic funds for 2008.

10. Funds received through inter-organizational arrangements are another important resource for UNICEF cooperation, and represent a relatively recent trend, related to United Nations coherence. As of 30 September 2008, UNICEF had recorded \$196 million in income from these sources. Multi-donor funds, or pooled resources, are a large part of these funding arrangements and are directed mostly to humanitarian responses and post-crisis recovery. They include, among others, Common Humanitarian Funds in the Democratic Republic of the Congo and in the Republic of Sudan, Humanitarian Response Funds in Ethiopia and Somalia, the Iraq Trust Fund, allocations by the Millennium Development Goals Achievement Fund to various joint programmes, the One UN Fund for United Nations pilot countries, the United Nations Trust Fund for Human Security, and others. In 2007 the contributions received by UNICEF through such funding modalities amounted to \$106 million, 44 per cent more than in 2006. By the end of September 2008, pooled and multi-donor funds had totalled \$61 million and UNICEF had recorded \$97 million income from Central Emergency Response Fund grants, administered by the Office for the Coordination of Humanitarian Affairs.

11. UNICEF had received \$566 million in other resources designated to humanitarian assistance by the end of September 2008 from all sources of funding, a sum that represents 35 per cent of total other resources. The Good Humanitarian Donorship initiative continues to positively influence funding for humanitarian

response. As of 30 September, the emergency response of UNICEF in 2008 had covered 70 emergencies, including 13 Consolidated Appeal Processes, with a 51 per cent funding level, as well as 10 Flash Appeals, with a funding level of 56 per cent. The funding level of 47 other crises appeals (including 'neglected crises') was 33 per cent. Significant further regular resources contributions from the private sector will be received and recorded at the end of 2008.

12. Broadening the donor base is a strategy UNICEF employs to promote the long-term financial sustainability of its work and mission. UNICEF private sector donors have traditionally contributed around 30 per cent of total income. Private sector contributions from January to September 2008, including from National Committees for UNICEF, Global Funds and Foundations and private sector fund-raising in programme countries amounted to \$418 million, or 18 per cent of total income. Significant further regular resources contributions from the private sector will be received and recorded at the end of 2008.

13. Income from non-DAC donor countries (\$21 million in 2007), while important, is yet to reach a significant percentage of the total. As part of its resource mobilization strategy, UNICEF is investing in partnerships with emerging donors, such as China, India, Kuwait, Oman, Republic of Korea, the Russian Federation, Saudi Arabia and the United Arab Emirates, as well as the new European Union members.

B. Contribution to national capacity development and development effectiveness

Capacity development

14. UNICEF intensified its focus on capacity development support to national partners in 2008, emphasizing scaling up the provision of essential services to achieve the Millennium Development Goals. Among the many areas covered were data and knowledge management, policy development, delivery of essential services for children and institution-strengthening. Cross-sectoral situation analyses of children and women were supported in a number of countries during 2008.

15. In knowledge management and policy development, UNICEF supported national evidence-based decision-making towards achievement of the Millennium Development Goals through the use of analytical tools. In support of Goals 4, 5 and 6, UNICEF assisted national partners in the use of the Marginal Budgeting for Bottlenecks (MBB) tool for results-based planning and resource allocation. As a result, many countries have designed and are financing solid investment cases as part of sector and national plans to improve child health. High-impact child survival measures have been further prioritized in the district plans and budgets of a number of countries, including Burundi, Djibouti, Ethiopia, Honduras, Madagascar, Mozambique, the United Republic of Tanzania and Zambia.

16. UNICEF made substantial efforts in the West and Central Africa region in supporting the national development of policies and plans for scaling up maternal, newborn and child health, including through the integration of health-related Millennium Development Goals into poverty reduction strategies and sector-wide approaches (SWAp). Through continued application of the MBB tool, and related changes in terms of budgetary allocation and expenditure on health-related Goals, a

number of countries have extended free access for parents and children to critical health services (Burkina Faso, Côte d'Ivoire, Niger and Nigeria, Republic of the Congo). In line with ongoing decentralization efforts, significant progress has been made in developing strategies for promoting community-based interventions at scale and reinforcing community capacities.

17. To strengthen the capacity of countries to monitor progress towards achieving the Millennium Development Goals, as well as to conduct evidence-based situation analyses, the use of DevInfo was supported in all regions by UNICEF as part of the work of United Nations country teams. Technical and financial support from UNICEF and other United Nations agencies enabled the training of some 10,000 people (including through an e-course) in the use and maintenance of DevInfo across all regions in 2008. On-the-ground technical support was provided to 46 countries in the use of DevInfo for advanced data management.

18. In 2005-2008, 52 countries carried out Multiple Indicator Cluster Surveys (MICS) with UNICEF support. In Malawi, for example, UNICEF supported the National Statistical Office in carrying out the household survey, which provided, for the first time, statistically valid district-level estimates on the situation of children and women. The information has contributed to establishing baselines for a number of national programmes, including the Malawi Growth and Development Strategy, and accelerated child survival and development. This cooperation has enhanced the capacity of the National Statistical Office to conduct high-quality large-scale household surveys and to upload the data into the Malawi Socio-Economic Database, a customized version of DevInfo.

19. Capacity development for enhanced service delivery was supported in many areas of the MTSP. This report provides examples of strategic capacity development initiatives in areas where accelerated effort is needed in many countries to achieve the Millennium Development Goals, including nutrition, child, newborn and maternal survival, water and sanitation, and education, including communication for behaviour change, and fighting HIV/AIDS, tuberculosis and malaria and other diseases, such as pneumonia and diarrhea.

20. In cooperative efforts towards achieving the Goal 1 target on reducing undernutrition, UNICEF engaged in comprehensive capacity-strengthening and international networking involving Governments, the private sector and non-governmental organizations (NGOs), to provide ready-to-use therapeutic foods (RUTFs) to children faced with acute malnutrition. Modelled on therapeutic milk formulations given to children who are treated at health facilities, RUTFs are equivalent products in the form of pastes, normally peanut-based, that can be used at home. RUTFs thus save costs associated with in-patient treatment and care and the time of family members who otherwise would have to accompany the acutely malnourished child for a long period in a facility.

21. UNICEF has been involved in capacity development for the production and use of RUTFs in a number of ways. These include working with Governments and local NGO partners in expanding the coverage of community treatment and care programmes, thereby increasing the demand for RUTFs; and facilitating cost-effective international procurement of the product by 45 countries in 2007-2008. UNICEF, in partnership with the World Health Organization (WHO), the World Food Programme (WFP), Doctors Without Borders and the Clinton Foundation, has been engaged in efforts to encourage the food-processing industry to increase the

number and scope of regional or county production facilities in developing countries. UNICEF collaboration with the private sector has resulted in the operation of franchises in the Dominican Republic, Ethiopia, Niger and Malawi. Three more facilities are planned for start-up in 2009, in Ghana, Mozambique and the United Republic of Tanzania. A second company has been licensed to initiate production in Kenya, Ethiopia, Malawi and Zambia. It is expected that additional facilities will be operational in India, Nigeria, South Africa and Yemen during 2009.

22. Sustained support for accelerated child, newborn and maternal survival and development is another capacity-development initiative involving African countries facing severe challenges in achieving Goals 4, 5 and 6. Under MTSP focus area 1, UNICEF is, for example, supporting the Government of Angola to increase the coverage of an essential revitalization package for mother, newborn and child survival through the integration of health services and water and sanitation interventions. The strategy supports the national decentralization programme by building capacity at the municipal level for comprehensive planning, training, budgeting, and provision of supplies and equipment. In Benin, a United Nations-led partnership is supporting the Government in the elaboration of the national strategy document for maternal, newborn and child survival. In Ghana, UNICEF has provided substantial technical support to the development by the Ministry of Health of its Five-year Strategic Plan (2007-2011) and the 2008 Operational Programme of Work, leading to the prioritization of 'high impact, rapid delivery' of essential services to achieve the health-related Goals. Madagascar is currently pursuing health sector reform and the strengthening of the health system to ensure a focus on poor and underserved families. The Government of Madagascar elaborated its 2006-2008 Medium-Term Expenditure Framework using the MBB tool. UNICEF in Mozambique is supporting the Ministry of Health and its provincial directorates, in collaboration with a range of partners, to implement accelerated child, newborn and maternal survival and development activities within the national health sector plan.

23. UNICEF has played a key role in harmonizing support to country efforts in accelerated national scale-up of malaria prevention and control in sub-Saharan Africa. Several approaches and mechanisms are being used to scale up malaria prevention and control interventions by focusing on delivery as an integral component of broader programming for maternal, neonatal and child health.

24. Extensive training and equipping of "front-line" health workers to deliver high-impact health and nutrition interventions are important components of UNICEF support for capacity development. In Ethiopia, Malawi and Mozambique, the skills of health extension workers are being enhanced to deliver a package of services as defined in national plans. In Ghana, Mali and Niger, community-based agents have been trained to deliver interventions at the community level as part of the programme of work of the Ministry of Health.

25. Through *Unite for Children, Unite against AIDS*, UNICEF, in conjunction with UNAIDS and others, has been working to place children in the centre of the response to AIDS. To better serve children, UNICEF and partners monitor global progress to 2010 goals on prevention of mother-to-child transmission (PMTCT), paediatric treatment, prevention and protection through an annual stocktaking report. The third *Stocktaking Report on Children and AIDS* launched in December 2008 demonstrates progress made on a number of fronts. PMTCT is one such area where concrete action has demonstrated concrete results. In almost ten years since

the first PMTCT pilots were launched in 1998, 109 low- and middle-income countries have developed and started implementation of national PMTCT programmes. UNICEF, in partnership with members of the Inter-Agency Task Team (IATT) on prevention in pregnant women, mothers and their children has provided significant technical and financial support to countries in all regions in piloting and rolling out such programmes. In 2007 alone, UNICEF supported 41 countries to accelerate the scaling-up of PMTCT and paediatric HIV care, support and treatment services through high-level advocacy at global partners' forums; joint inter-agency technical missions to support national policies and programmes; capacity-building workshops; and technical support for the design, coordination, implementation, monitoring and evaluation of programmes. UNICEF contributed to broader health system-strengthening by providing technical advice on supply-chain management for PMTCT and paediatric HIV care and treatment, drug and diagnostics commodities, laboratory support for CD4 and Polymerase Chain Reaction/Dried Blood Spot for early infant diagnosis, and information systems to track the progress of the national response.

26. All 109 countries implementing national PMTCT programmes have defined national policies and standard operating procedures to guide the design, implementation, monitoring and evaluation of the cascade of PMTCT interventions. However, as globally recommended standards and guidelines are continuously evolving in light of scientific evidence, the revised guidance is continually incorporated into country-level policies. In 2007, UNICEF supported revision of the national PMTCT guidelines by 42 countries to enable institutionalization of provider-initiated testing and counselling in maternal, neonatal and child health settings, shifting from single-drug regimens to more effective combination antiretroviral regimens for PMTCT; integrating cotrimoxazole prophylaxis; and incorporating other recommendations for improving the coverage and effectiveness of preventive interventions. With the support of UNICEF, WHO, UNFPA, UNAIDS and the Clinton Foundation, extensive training programmes were implemented by many countries.

27. UNICEF, together with WHO and UNAIDS, continued to support countries' efforts to strengthen their national monitoring and evaluation systems and tools for PMTCT and paediatric HIV programming. More broadly, UNICEF continued to assist Governments in preparing their funding proposals to the Global Fund to Fight AIDS, Tuberculosis and Malaria and to the United States President's Emergency Plan for AIDS Relief.

28. Enhancing capacity for monitoring was another significant area of cooperation during the year. The UNICEF/WHO Joint Monitoring Programme for water supply and sanitation, for example, facilitated the strengthening of national capacity for monitoring the water and sanitation sector through the training of statisticians and data managers and the formation of Government-NGO networks for sector monitoring in several countries.

29. In the education sector, capacity development initiatives have focused on increasing the capacity of school principals and teachers in the 'child-friendly schools' concept and approach, as well as interactive child-centred teaching and learning methods. This work was undertaken in a wide range of countries. In India, teacher resource centres, connected through the Internet to provide state-of-the-art web-based resources, were established in a number of states. Other initiatives to

improve the quality of education include the introduction of the use of Braille for teachers in Bhutan to reach visually challenged children; and the conducting of rapid assessments and the establishment of learning spaces for children out of school in Sudan. Supporting governments to develop decentralized district plans on education, an integral part of SWApS in education, has helped countries such as Ghana and Nigeria to strengthen their ability to include hard-to-reach families and children out of school. The joint capacity development of UNICEF and government staff in the use of various tools for emergency preparedness and response in education has begun in Asia and several countries affected by conflict in sub-Saharan Africa.

30. In child protection, UNICEF continued to support the development and strengthening of national laws and institutions to create a more protective environment for children. For example, a new juvenile justice law in line with international standards was adopted by the former Yugoslav Republic of Macedonia. Juvenile justice laws are under review in Bhutan, Cambodia, the Syrian Arab Republic, Tajikistan and Togo. Madagascar, South Africa and Zimbabwe passed laws to address sexual offences against children. Meanwhile, a number of countries have drafted or finalized national strategies to address violence against women and children. UNICEF supported the establishment of specialized children's courts and police units in all regions through cooperation in training judiciary and police services. Child-sensitive courts have been created by Kenya, Malawi and Mozambique, and a special judicial unit has been established in Albania. New special police units, with trained personnel and child-sensitive procedures, were established in Bhutan, the Maldives, Pakistan and the Republic of Sudan, among other countries. In Mauritania, a child-oriented police brigade is now operational with appropriate premises and with personnel comprising male and female officers. In Armenia, the Islamic Republic of Iran and Pakistan, child protection has been included in the curriculum for police training.

South-South Cooperation

31. In 2008, UNICEF participated in inter-agency discussions on the recommendations on South-South Cooperation (SSC) for the Policy Committee of the Secretary-General. This was led by the Special Unit for SSC in the United Nations Development Programme (UNDP). The analysis highlighted the fragmentation across the United Nations system for support to SSC, while recommending (a) that the United Nations system organizations and partners develop an action-oriented and collaborative framework to tackle three specific cross-border challenges: climate change; food insecurity; and HIV and AIDS; (b) that specific policy measures be introduced to ensure more systematic mainstreaming of SSC across the United Nations system; and (c) that intergovernmental events be used as means for renewing commitments to SSC. UNICEF provided substantive inputs to this analysis. The Secretary-General's policy decision on SSC has been circulated to heads of United Nations system organizations.

32. Through various United Nations platforms, UNICEF has supported the sharing of experiences of countries from the South with countries in the North and South. For example, UNICEF organized an Open Dialogue, which included government, World Bank, NGO and other participants who shared country experiences and ideas on how to utilize national and local budgets as instruments for the realization of

human rights, particularly those of children. Among the experiences shared was that of Ecuador, where UNICEF has supported broad civic participation in the formulation and monitoring of public policies affecting children, including budgetary decisions. The process has contributed to a significant and sustained increase in social spending over the past seven years in Ecuador, where basic social services have been improved and expanded. This experience is being adopted by Paraguay and other countries.

33. UNICEF, in close cooperation with the World Bank and the Special Unit on SSC, and supported by the Permanent Mission of Japan to the United Nations, contributed to another forum on "the South as a knowledge hub" in the United Nations Secretariat as a pre-event to the celebration of the Fourth United Nations Day for South-South Cooperation in December 2007. The event profiled successful initiatives from Brazil (participatory budgeting), Mexico (conditional cash transfers) and Uganda (HIV prevention strategies) in promoting children's rights.

34. The International Learning Exchange is an interactive programme introduced by the Government of India in 2006 with UNICEF support. It aims to develop a platform for identifying and sharing knowledge about technological models for water and environmental sanitation that could be replicated in other countries. The number of developing countries participating in this initiative increased from 7 in 2006 to 35 in 2007.

35. In Latin America, UNICEF has been supporting the ongoing Pro-inclusion subregional programme (2008-2012) covering nine countries: Argentina, Bolivia, Brazil, Chile, Colombia, Ecuador, Paraguay, Peru and the Bolivarian Republic of Venezuela. Pro-inclusion aims to tackle the challenges Latin America faces in achieving the Millennium Development Goals by promoting social inclusion and the reduction of ethnic disparities through South-South technical cooperation, innovative public policy approaches, and the development of regional and subregional development frameworks. All countries are engaged in policy dialogue involving representatives of indigenous peoples and Afro-descendants as well as government leaders.

36. UNICEF facilitated South-South cooperation during 2007-2008 in other areas strategic to child survival, protection and development, including through facilitating the organization of the third and fourth *Laços Sul-Sul* ("South-South ties"), an inter-country initiative that contributes to the achievement of universal access to prevention, care and treatment for HIV and AIDS, with a special focus on children, adolescents, and pregnant women. Meetings on cooperation involved Bolivia, Brazil, Cape Verde, Guinea-Bissau, Nicaragua, Paraguay, Sao Tome and Principe, and Timor-Leste. The initiative has contributed to an increase in access to antiretroviral treatment for children and significant reductions in mother-to-child transmission of HIV in all participating countries. In addition, UNICEF facilitated the donation of HIV rapid-testing equipment and antiretroviral drugs among the participating countries, and supported the creation of publications and a new website on the initiative.

37. In a further example, UNICEF provided technical and financial support to the South-South cooperation programme of the Government of Thailand, including by co-organizing seven courses: on HIV/AIDS prevention and care, PMTCT, child-friendly schools, child rights sensitization, child and youth participation, nutrition,

and water and sanitation. This cooperation involved 18 countries in Asia, the Pacific and Africa.

38. UNICEF has worked with the Special Unit for SSC to raise awareness about children and women affected by migration. The goal was to improve country-specific migration data and analysis on the circumstances of children and women left behind, and to increase understanding of the impact of remittances. In 2008, UNICEF supported the development of 10 country reports on this issue in Albania, Barbados, Ecuador, El Salvador, Jamaica, Mexico, Moldova, Morocco, the Philippines and South Africa.

39. Child Rights Observatories in Egypt, Morocco, Tunisia, and other countries have initiated important dialogue and exchange visits to cross-fertilize experiences in this area. Monitoring indicators have been established, and DevInfo is being used for maintaining databases. In the area of education reform and child-friendly schools, UNICEF has promoted study tours between countries and a Learning Series to exchange good practices in promoting girls' education.

40. UNICEF has consistently worked to facilitate the sharing of technologies benefiting children, including water-pumps, oral rehydration salts, insecticide-treated mosquito nets, fortified foods and paediatric medicines. This is supported by technologies for knowledge creation, management and dissemination. This area forms a key component of UNICEF cooperation in many countries.

Gender mainstreaming

41. The Evaluation of Gender Policy Implementation in UNICEF was finalized in early 2008 at a time when many multilateral and bilateral institutions were reviewing and attempting to strengthen their gender mainstreaming and integration processes. The evaluation reflected the recognition by UNICEF that progress in all MTSP focus areas depends on advances in gender equality and should be aligned with the broader goal of achieving more gender-equal societies. The evaluation confirmed the conviction of UNICEF that organizational performance on gender mainstreaming could be improved.

42. The evaluation made clear that UNICEF faced challenges similar to those of other development organizations in implementing policy on gender mainstreaming. While highlighting numerous institutional weaknesses, the findings also showed that UNICEF had generated many good practices in gender equality programming. Nevertheless, these had tended to result from individual efforts and to be restricted in scope, given the limited systems in place to facilitate the sharing and wider consideration adoption of these policies. The evaluation presented a broad set of recommendations covering policy and strategy development, capacity development, the programming process, financing, partnerships, including within the United Nations system, and gender mainstreaming in emergencies. It noted that many of these challenges were most acute in UNICEF humanitarian support efforts. The analysis of the evaluation was largely validated by the reviews on gender mainstreaming undertaken as part of the 2008 midterm review of the UNICEF MTSP, and is addressed in the response to the Evaluation of Gender Policy Implementation (E/ICEF/2009/5).

43. These recommendations accord with the provisions of the TCPR, which highlighted the need for all operational agencies to improve gender mainstreaming

in monitoring, accountability structures and knowledge management; to build internal capacity; and to better reflect the role of men and boys. UNICEF is committed to follow-up on the key recommendations of the gender evaluation and to deliver on the commitments reflected in the 2007 TCPR.

44. UNICEF has made particular efforts to strengthen the incorporation of the provisions of the Convention on the Elimination of All Forms of Discrimination against Women into its work and to support national reporting to the Committee on the Elimination of Discrimination against Women, by issuing new guidance to UNICEF field offices in this area. The number of field offices providing support to the national reporting process has increased markedly, from 22 in 2006 to 40 in 2007. In addition, country programmes of cooperation have made better use of the Committee's conclusions and recommendations. For example, the UNICEF office in Azerbaijan reported progress on research and data collection on early marriage as the result of the Committee's consideration of the State Party's report.

45. In partnership with the Wellesley Centers for Women, UNICEF convened an Asian regional conference on Women and Children: the Human Rights Relationship, in December 2007. This was organized as part of UNICEF work on the interrelationship of women's and children's rights and was attended by the chairs of the Committee on the Rights of the Child and the Committee on the Elimination of Discrimination against Women.

46. UNICEF is working with UNDP, UNFPA and the United Nations Fund for Women (UNIFEM) to promote joint United Nations country team (UNCT) reporting to the Committee on the Elimination of Discrimination against Women. A total of 36 UNCTs have submitted joint reports at the Committee's request. Furthermore, through a partnership with the International Women's Rights Action Watch — Asia Pacific, UNICEF provided technical assistance and support to NGO participants in the reporting review process at the 40th session of that organization.

47. There are numerous examples of cooperation for gender equality in UNICEF-assisted country programmes, including through United Nations inter-agency collaboration. In Azerbaijan, for example, the United Nations Theme Group on Gender Equality and Empowerment of Women brought together representatives of United Nations agencies, Government, and international partners to promote gender mainstreaming in United Nations-assisted programmes, joint United Nations programmes on gender equality, and regular exchange of information and expertise. In Zimbabwe, the United Nations Development Assistance Framework (UNDAF) resulted in collaborative support for activities on prevention and control of gender-based violence, in which UNICEF works with UNDP, UNAIDS, UNFPA and UNIFEM. These activities were guided by the National Gender Policy, the National Gender-Based Violence Strategy and recommendations of the United Nations Study on Violence against Children.

48. UNICEF Zimbabwe has developed a tool to quantify key efforts to address gender issues, which has been used by non-governmental partners, faith-based organizations and Government Ministries. Meanwhile, in Swaziland, UNICEF — in partnership with the Ministry of Education, the police force and NGOs, as well as the United States Centers for Disease Control and Prevention — facilitated the first national study on violence against girls, which will provide a baseline for informing future interventions. The study results confirmed the need to strengthen programmes that respond to gender-based violence.

49. UNICEF continued to play a strong role in inter-agency cooperation on gender. With UNIFEM, UNICEF began an Action Learning process on behalf of the former United Nations Development Group (UNDG) Gender Task Team. This process supports and evaluates joint programming efforts for the promotion of gender equality in three pilot countries: Albania, Morocco and Nepal. UNICEF led a meeting of the United Nations Inter-Agency Network on Women and Gender Equality to develop the initial work plan of the Secretary-General's Campaign on Violence against Women. The results framework from this workshop was adopted as the Framework for Action and the Programme of the United Nations Activities and Expected Outcomes and Outputs for the Secretary-General's Campaign 'Unite to End Violence against Women 2008-2015'. UNICEF participated in the Working Group established to provide inputs to the President of the General Assembly on potential changes to the United Nations' gender architecture.

Transition from relief to development

50. UNICEF activities in this area have undergone considerable expansion, a trend that is likely to continue. Recovery and Risk Reduction capacity was established in Emergency Operations through a separate unit in response to increased demand from UNICEF field offices for support in this area. This capacity will enable UNICEF to engage more effectively in the growing number of United Nations interdepartmental and multilateral forums dealing with post-conflict transition and peace-building, natural disaster recovery, and risk reduction.

51. UNICEF actions in transition are fully aligned with the TCPR guiding principles and policy directions. Planning of UNICEF support for recovery actions starts systematically from the beginning of the relief phase, including through the participation of UNICEF in the Inter-Agency Standing Committee (IASC) Cluster Working Group for Early Recovery. Supporting national capacity development is key and will be strengthened through the development of policy guidance in this area, expected to be operational in 2009.

52. UNICEF is a strong partner in joint inter-departmental and inter-agency policy, coordination and planning mechanisms for transition. Examples include UNICEF engagement in and support of the Peacebuilding Support Office, including through secondment of a staff member, and contributions to the United Nations-World Bank partnership agreement for crisis and post-crisis, the newly configured UNDG Working Group for Post Crisis and Transition, country-level Integrated Mission Task Forces, and the United Nations Inter-agency Framework for Coordinating Early Warning and Preventive Action.

53. UNICEF played a central role in the establishment of a new partnership between the United Nations organizations and the World Bank in crisis and post-crisis response covering three components: (a) a high-level political statement; (b) operational guidance; and (c) funding arrangements. These agreements will greatly increase efficiency and effectiveness on the ground.

54. At country level, UNICEF has supported major relief effort, and has fully participated in post-crisis needs assessments and joint assessment missions, taking the lead as necessary on social service sectors and child protection.

55. UNICEF is working towards strengthening policies and actions in disaster risk reduction (DRR) and disaster management, contributing to the Hyogo Framework for Action.

56. As a major step to systematically addressing early recovery, the revision of the UNICEF Core Commitments for Children in Emergencies includes early recovery planning and action from the outset of humanitarian response. The revision aims at strengthening national ownership of the post-crisis response, including the promotion of participatory approaches and direct involvement of communities and children; determining national capacity-building requirements for scaling-up and sustaining post crisis response and outcomes; ensuring UNICEF participation in post-crisis and post-disaster needs assessments to determine damage and losses and needs of the population; and establishing sequenced priorities, actions and results for recovery response.

C. Improved functioning of the United Nations development system

57. The review of the inter-agency coordinating mechanisms highlighted in the 2008 UNICEF Annual Report to the Economic and Social Council has been completed. As a result of the recommended changes, UNDG is now the third High Level Committee under the United Nations System Chief Executives Board (CEB) for Coordination, and meets at the level of Deputy Executive Directors. This change has been instrumental in expanding the engagement of United Nations organizations beyond the initial four Executive Committee members.

58. UNICEF is involved in the current functional review of the United Nations Development Operations Coordination Office (DOCO, formerly the United Nations Development Group Office), and will continue to support the streamlined functioning of the CEB and its subsidiary groups.

59. The World Bank and UNICEF reached in 2008 a global agreement for Young Child Survival and Development enabling government partners to use UNICEF procurement services to procure supplies and services for health programmes funded by the World Bank. This will allow quick action and increased efficiency and effectiveness at the field level.

Coherence, effectiveness and relevance

60. UNICEF, as part of the UNDG delegation, participated in the Third High Level Forum on Aid Effectiveness, in Accra in September 2008. UNICEF called on all development partners to work in a more coherent, coordinated and harmonized manner in order to deliver sustained results, including for the Millennium Development Goals. The need for more progress in ensuring aid effectiveness and supporting countries which are far from achieving the Goals but receive relatively little development assistance was underlined.

61. The Forum adopted the Accra Agenda for Action, built on the earlier Paris Declaration, which gives more specific expression to issues of national ownership and capacity development. The Agenda also addresses new areas, including the increasing diversity of aid providers, with an emphasis on South-South cooperation and solutions; the role of civil society and State-citizen mutual accountability; and the impact of climate change and food and fuel price increases.

62. UNICEF was one of the main authors of the Common Country Assessment (CCA) and UNDAF guidelines, and continues to advocate for a rigorous and light programming process which fully reflects national priorities and plans. UNICEF regional offices provide oversight and technical support during development of the CCA and UNDAF.

63. Considerable progress has been made on increasing coherence in United Nations-wide programming at country level. This progress is both reflected in and further guided by the updated CCA/UNDAF guidelines issued in 2007. The UNDAF has been central to operationalizing the Delivering as One country pilots.

64. A UNCT works optimally when an empowered Resident Coordinator leads a country team in support of national development goals. To this end, considerable progress has been made in establishing the Resident Coordinator as an empowered and accountable team leader, especially through agreements reached by the undg and endorsed by the CEB. Previously, the success of the Resident Coordinator largely depended on personal characteristics and agency background, rather than on institutional structure. Two changes in particular represent a major step forward in this regard: making the responsibilities of the Country Director of UNDP more equivalent to those of the UNCT members; and making all UNCT members accountable to the Resident Coordinator for UNCT-related matters. As a result, the Resident Coordinator is freer to act impartially, held accountable by Regional Directors/Managers Teams. UNICEF seconded eight staff members to serve as Resident Coordinators in 2007.

65. In addition, the efforts to strengthen DOCO to facilitate oversight of the resident coordinator system, under the supervision of the Advisory Group of the undg, will enhance collaboration among members of the UNCTs. The existing concept of theme groups for designing and implementing cooperation in the framework of the UNDAF is being further developed, especially in the eight pilot countries, to create 'clusters' of lead agencies or designated individuals for particular topics.

66. UNICEF participated actively in the Secretary-General's High-Level Task Force on the Global Food Security Crisis, which elaborated a Comprehensive Framework of Action for a coordinated response from the United Nations and the Bretton Woods Institutions. UNICEF contributed its specific perspective on the vulnerability of children and women and the need to give equal emphasis to both food and nutrition security. UNICEF allocated \$55 million, within the context of UNCT action, to over 50 countries to strengthen their information and assessment systems to monitor the impact of high food prices, and to scale up nutrition interventions, particularly the treatment of children with severe acute malnutrition.

Transactions cost and efficiency

67. Many field staff members identify the lack of harmonization in business practices as a major constraint to working better across agencies. In the context of the High-Level Committee on Management Action Plan for Harmonization of Business Practices, UNICEF in 2008 held a meeting of country, regional and headquarters staff on business practices to identify the bottlenecks and follow-up actions. The outputs of the meeting have made an important contribution to the inter-agency decisions and actions.

68. Progress has been made on increasing the number and value of 'common services' in some countries. In 2007, 100 country offices (88 per cent) reported that they had at least one common service, up from 75 country offices in 2005. Seventy field offices (up from 59) reported that they are located in shared premises with at least one other United Nations agency.

69. The introduction of Harmonized Approach to Cash Transfers (HACT) has led to further alignment within the funds and programmes on transferring resources to Governments, though much remains to be accomplished in this area. A total of 50 countries had completed an assurance and audit plan as part of the HACT process by September 2008, and 15 countries had fully implemented the HACT.

70. In 2008, UNICEF launched a knowledge-sharing tool on United Nations coherence. This email-based resource centre, Achieving Strategic Knowledge (ASK), gives fast and coordinated responses to queries from field offices, as well as offices in headquarters and National Committees for UNICEF. The majority of queries have been on funding mechanisms and business processes.

71. Follow-up to TCPR resolutions requires greater cooperation among United Nations entities working at the regional level. Regional Directors Teams are now established in all regions. The undg is currently developing support mechanisms for the smooth operation of these teams. Regional offices of agencies are encouraged to co-locate, to ensure that they cover common geographical regions. To enhance inter-agency communication, UNICEF has cooperated with other operational agencies in establishing support centres and 'hubs' in Bangkok, Dakar, Panama City and Johannesburg.

72. UNICEF is committed to supporting and participating in joint programmes wherever they are results-based and enhance the capacity of national partners. The number of joint programmes in which UNICEF participates rose from 106 in 2005 to 121 in 2007, in 59 countries compared to 46 in 2005. In the eight 'Delivering as One' pilot countries, UNICEF has provided leadership in developing joint programmes in health, nutrition, education, water and sanitation, HIV and AIDS, and child protection. Capacity assessments have confirmed that UNICEF is a major contributor to joint programmes and continues to provide programmatic and operational support to national partners implementing these programmes.

73. Increases in the number of joint programmes will not be rapid, as new programmes are primarily identified during the preparation of country programmes of cooperation. In many instances, considerable efforts in joint programmes are made in the preparation of the CCA and UNDAF as well as the overall operational documents, and include support given to poverty reduction strategy papers and SWAPs led by Governments. Further, as the work of the United Nations increasingly aims to support national efforts for development and achieving the Millennium Development Goals, the focus is more on United Nations agencies' contribution to national development efforts and less on the joint programmes of the United Nations agencies themselves.

74. A major success of 'Delivering as One' has been the improved communication and working relationships among members of the UNCTs. However, pilot countries report that support for change management should continue. In this regard, UNICEF has supported capacity assessments of UNCTs. As co-chair of the undg Task Team on Change Management in 2008, UNICEF will continue to help to develop the

analysis of how the composition and skills of United Nations staff should change as countries increase their own capacities.

75. UNICEF has helped to resolve inter-agency bottlenecks in information and communications technology (ICT). In 2008, UNICEF took part in missions to Mozambique, Viet Nam, Pakistan, and the United Republic of Tanzania to find solutions to constraints encountered by country teams in working together. In Mozambique, a design developed for a United Nations-wide network has been funded, and is being assembled. At the system-wide level, UNICEF in 2008 volunteered to lead the business process harmonization initiative of the CEB High-Level Committee on Management dealing with the phased transition to international standards and best practices throughout all IT-related domains.

76. Other outcomes in harmonization related to ICT in 2008 include pilots for a United Nations-wide common email directory in Pakistan and the use of a common domain name for Resident Coordinator offices to delineate their work from that of UNDP. UNICEF participates in a multi-agency long-term agreement for the provision of telecommunications services over satellite networks in an effort to contain costs and improve service delivery. UNICEF will continue to support efforts for bundling the purchasing and negotiation power of the United Nations in relation to major mainstream vendors for IT goods and services.

77. Since 2006, UNICEF has led the sub-cluster on data communications service provision within the emergency telecommunications cluster. UNICEF field and headquarters staff members have facilitated the use of common standards and guidelines by United Nations, NGO and stand-by partners during humanitarian preparedness and response. Through this joint agency effort, data communications services in emergencies have become more predictable, reliable and efficient.

78. As part of this effort, a standard training curriculum has been established, offering workshops on wireless and emergency telecommunications and data communications. The curriculum enables United Nations and stand-by partners to use standard equipment, guidelines, reporting tools and procedures, including streamlined and predictable service delivery. To date, some 100 United Nations and NGO ICT professionals have been certified as emergency responders through these workshops, which have enabled partners to better respond to emergencies.

Harmonization of results-based budgeting

79. The results-based 2008-2009 Biennial Support Budget was approved by the Executive Board at its 2008 first regular session. UNICEF continues to participate in inter-agency initiatives to harmonize and improve the results-based budgeting and cost classification methodologies of UNICEF, UNDP and UNFPA.

80. In April 2008, the three agencies jointly reviewed these two areas as they applied to the Biennial Support Budget, noting that although there was a high level of harmonization, continuing efforts were needed to reduce differences of approach and practice. Work will continue towards a similar approach, within the scope of their mandates, for the definition of 'programme' and 'support' costs.

81. To facilitate comparison and review, the three agencies agreed to identify at least one common management result and performance indicator in each of the 16 harmonized functions of the 2010-2011 Support Budget. Efforts will go towards

making the definitions of each function and its budgetary allocations more consistent across the agencies.

82. Ongoing efforts to improve harmonization will be reflected in the 2010-2011 Support Budget, to be presented to the Executive Board at the second regular session in September 2009.

Harmonization of financial regulations and rules

83. The comptrollers of the United Nations, UNDP, UNFPA, WFP and UNICEF continue to develop a harmonized set of financial regulations and rules. A final draft of the harmonized regulations and an initial draft of the harmonized financial rules are being reviewed by stakeholders within the United Nations system. Following this review, comptrollers will determine whether they are ready for consideration by oversight committees and governing bodies in 2009.

Adoption of International Public Sector Accounting Standards

84. UNICEF continues its progress toward the adoption of the International Public Sector Accounting Standards (IPSAS), planned for 2010. UNICEF is collaborating with the United Nations System project and is fully supportive of a harmonized approach to IPSAS adoption throughout the United Nations system.

85. The UNICEF IPSAS project governance structure is in place, and a team of specialists has been recruited. The IPSAS project strategic planning phase has been completed, with the strategy and scope defined, along with a project plan and communications plan. Implementation of the IPSAS adoption project will continue throughout 2009-2010.

Participation in Common Services and Common Premises initiatives

86. UNICEF serves as a member of the undg Task Team on Common Premises and assumed its Chair in July 2008. The Task Team has continued to develop and improve its web-based tools and guidelines for planning and management of common premises renovations and construction projects to assist UNCTs. Closely collaborating with UNCTs in high-risk duty stations, the Task Team advocates cost-effective eco-friendly building initiatives, a priority of the Secretary-General.

87. The Task Team developed and disseminated, in early 2008, a Memorandum of Understanding for Common Services approved by the United Nations Office of Legal Affairs. This aims to ensure accountability, transparency, participation and an effective governance structure. Common Services remain a challenge, as agencies feel that cost savings are rarely seen in the early stages due to high initial investment costs. However, qualitative benefits (such as improved and efficient quality of services) are apparent in many instances.

Humanitarian reform

88. UNICEF is committed to supporting the cluster approach and to fulfilling its global cluster lead role in nutrition and in water, sanitation and hygiene and, as co-lead, in education and in emergency telecommunications. This has entailed having dedicated coordination and technical support functions at headquarters and regional levels as well as increased staffing in country offices. These efforts have produced stronger support systems, including rosters for field-level cluster

coordination positions and global supply systems. While the cluster approach has been widely accepted and was cited in the recent IASC cluster evaluation as providing "value addition" in emergency preparedness and response and recovery, capacity gaps and inconsistent responses persist. UNICEF will therefore continue to strengthen systems, including training and capacity-building, in support of its commitments under the cluster approach and further refine the Core Commitments for Children. UNICEF will focus on mainstreaming cluster-related functions, especially as the Global Cluster Appeal comes to an end. However, resource mobilization for strong cluster leadership at field level will remain a challenge.

89. UNICEF is a major recipient of funds through the Central Emergency Response Fund (CERF), which provided the largest source of emergency funding for UNICEF in 2006 and 2007. UNICEF was instrumental in the development of new policy guidance for the CERF, which is a key element of the humanitarian reform. The CERF works best as a complement to UNICEF internal loan facility, the Emergency Programme Fund, which allows disbursement of emergency funds within 24 hours.

90. The Humanitarian Partnership Consultation was held in January 2008 to improve the way UNICEF, humanitarian NGOs and stand-by partners work together to realize children's rights in emergencies. This was a first step in UNICEF efforts to fully integrate into its work the Principles of Partnership established under the Global Humanitarian Platform. The consultation served to identify a series of key quick-impact interventions, such as the recently embarked-on revision of the Project Cooperation Agreement, as well as longer-term strategies to strengthen collaboration with NGOs in emergencies. The consultation established a solid basis for an ongoing mechanism for dialogue with the three major humanitarian NGO consortiums under the IASC. UNICEF will continue these consultations to further strengthen its partnerships with NGOs operating in emergencies.

D. Follow-up

91. The UNICEF action plan in response to the TCPR will be periodically reviewed. A senior-level steering committee oversees progress in implementing the TCPR recommendations and reports regularly to the Executive Director.

E/2009/7

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**Letter dated 28 November 2008 from the Permanent
Representative of Spain to the United Nations addressed
to the Secretary-General**

The 2008 Zaragoza International Exhibition on the theme of "Water and Sustainable Development" was held from 14 June to 14 September 2008. Some 104 countries together with a number of international organizations, including from the United Nations system, participated.

The Spanish Government was especially honoured by the visit which you paid, on behalf of the United Nations, to the Zaragoza Exhibition. Your visit was one of the many paid to the Exhibition by Heads of State and Government of countries all over the world.

At the closing session of the Zaragoza Exhibition, a summary was presented of the work done by the Water Tribune, in which more than 2,000 eminent persons and experts from various countries of the world participated. Participants discussed and elaborated proposals to overcome the major water-related challenges that face humanity now and in the future.

The outcome of the working sessions of the Water Tribune was the so-called "2008 Zaragoza Charter", which summarizes the conclusions arrived at by the scientists and experts in attendance and reflects their position on the various aspects of a question of such importance as water and sustainable development (see annex).

I am pleased to attach herewith the text of the "2008 Zaragoza Charter" and request that you kindly circulate this letter and its annex as a document of the General Assembly, under agenda item 49, and of the Economic and Social Council.

(Signed) Juan Antonio Yáñez-Barnuevo



Annex to the letter dated 28 November 2008 from the Permanent Representative of Spain to the United Nations addressed to the Secretary-General

[Original: English]

The 2008 Zaragoza Charter

The 2008 Zaragoza International Exhibition was the first ever to exclusively deal with "Water and Sustainable Development". The 2008 Expo was a great international event held on the banks of the River Ebro in which 104 countries, three international organisations, and all of Spain's autonomous communities and cities took part.

Following the guidelines set by the International Exhibitions Bureau (BIE), the Exhibition at all stages tied in with the work of the United Nations on water.

The Exhibitions, which are run in the spirit of the aims of the BIE, have become international events that obtain more direct participation from everyday citizens and are a prodigious exercise in civic education. At the International Zaragoza Exhibition, millions of visitors have gained a deeper insight into the planet's water and sustainable development problems.

As the scientific and technical platform for the 2008 Zaragoza Expo, the Water Tribune served as a stage to disseminate knowledge transfer, and gave rise to debates and proposals to overcome the major water-related challenges that face humanity now and in the future. Throughout the 93 days that sessions were held, the Tribune was the largest, all-embracing international event on Water and Sustainable Development.

The Water Tribune's activities came to an end two days ago with the presentation of its conclusions, and today at this closing ceremony it is to present its final analysis in the shape of the 2008 Zaragoza Charter.

Preamble. A new comprehensive vision of water

Those of us who have been involved with the Water Tribune are well aware that water is essential to life and to the planet.

New paradigms on water and sustainable development aim to supersede a purely anthropocentric viewpoint by positing that the integrated management of water resources will ensure the survival of the human race and protect the planet.

Considering:

- 1 That the Earth's water and ecosystems must be preserved and protected.
- 2 That access to drinking water and sanitation is a human right that must be guaranteed by all public authorities.
- 3 That by accepting Millennium Development Goals, the Earth's nations have pledged a serious commitment to water-related issues.
- 4 That access to water has an enormous influence on development.
- 5 That water plays a fundamental role in the production and transfer of energy.
- 6 That there will be an ever-increasing demand for water, mainly due to the growth of the population and the economy, all of which may result in a bigger "water footprint".
- 7 That forecasts show that climate change is capable of modifying the availability and demand for water all over the planet.
- 8 That current technologies make it possible to produce fresh water from sea water and fog, as well as to regenerate and reuse it, at reasonable prices and with less environmental impact.
- 9 That the durability and transformation of rural areas are directly linked to the availability and sustainable use made of water.
- 10 That the sustainable production of food is directly linked to the efficient use of water.
- 11 That education, culture, communications and participation must form the basis of the transformation in the management of the world's water resources.

- 12 That it is essential to strengthen all levels of governance in order to bring about integrated water management and sustainability, which implies the greater participation and sharing of responsibilities by society.
- 13 That river basins are the best suited environments for harnessing water and their good management makes it possible to resolve conflicts between countries, regions and users.
- 14 That ensuring channels of financing and ways of sharing financial risks, using criteria of sustainability, is essential to the success of initiatives and actions in the water sector.
- 15 That the investment in water infrastructures in developing countries is essential in order to reduce poverty and to bring about economic growth and that current levels of investment fall short of those set by the Millennium Development Goals.
- 16 That the public authorities must take the initiative in promoting the legislation and arrangements required to ensure access to water by all.
- 17 That research, development and innovation are the cornerstones that underpin our knowledge, solutions, well-being and sustainability in water-related issues.

The Water Tribune RECOMMENDS:

A. AS GENERAL PRINCIPLES:

- A1 That the development of societies should be based on sustainable and environmentally friendly criteria.
- A2 That priorities must be set and commitments made with regard to water that are in the general interests of humanity, and that are founded on ethical sustainability principles, transparency, and intra- and inter-generational equality.
- A3 That water management schemes should promote community participation, efficiency and solidarity through shared knowledge and experiences, whose end purpose is to bring about individual and collective awareness.
- A4 That commitments and regulations should be established to mitigate the negative effects of climate change and extreme weather events, and to adapt to such circumstances.
- A5 That solutions and water management schemes must adapt to the rate of development, the culture, the social environment and economic climate of each region and society.
- A6 That the basic management units of water resources should be river basins and aquifers, even in cases in which they are of a supranational nature.
- A7 That every individual must have access to safe drinking water and proper sanitation, both in rural and urban areas, through the acceptance of global commitments, the setting of realistic targets and the adoption of specific solutions.
- A8 That the supply of drinking water and the collection and treatment of wastewater are priority issues. Public administrations must provide these services at a fair price and also be in a position to cover their costs.
- A9 That the management of demand must be at least as important and the management of offer in decisions on policies, strategies, plans, programmes and budgets.
- A10 That the research, development and innovation in water-related technologies must be encouraged, and that the transfer of results and benefits to society must be speeded up.
- A11 That a World Water Agency must be set up whose main missions would be:
 - a To draw up and present the Charter of the Rights and Responsibilities of Human Beings with Water to the United Nations.
 - b To devise a universal framework of standards on water within the context of sustainable development that is recognised by all countries.
 - c To prepare and promote the development of the International Convention on Climate Change, Extreme Weather Events and Risk Management for dealing with water resources.
 - d To encourage the approval of the International Protocol for the Pacific and Productive Management of Cross-border River Basins in the world.
 - e To help countries that ask for support in the integrated management of water.
 - f To foster the knowledge, principles and values, in coherence with the above, that will lead to acceptable ethics of water.

- g To promote the efficient and global dissemination and exchange of good practices, lessons learnt, models, reproducible processes and experiences that have been successful, and to issue recommendations through an information and knowledge transfer centre about water and sustainable development.
- h To encourage alliances between the public and private sectors that make it possible to join forces so that universal water supplies and sanitation become a reality.

B. TO THE PUBLIC AUTHORITIES, USERS OF WATER AND CITIZENS

- B1** That ecosystems be effectively protected for their intrinsic values and to guarantee the durability of sources of water.
- B2** That basic sanitation and wastewater treatment services be provided to match local realities, which attain world standards of sanitation that ensure health, hygiene and well-being.
- B3** That measures be adopted to guarantee a basic water supply to all homes or as close to them as possible. In situations of poverty, governments must guarantee a minimum supply of water.
- B4** That legal systems and the regulations drawn up take non-detrimental cultural habits and the ancestral rights of local communities into consideration.
- B5** That the management of public water and sanitation services be under the control of public authorities.
- B6** That the demand for water should be monitored to fit in with educational, informational, participative and tariff-based criteria.
- B7** That delays in water supplies reaching rural areas should be shortened through the exchange of experiences and participative management schemes, which should be adapted to and accepted by the communities using them.
- B8** That technologies be promoted and applied to bring about water savings, desalination and sea water applications, the harvesting of fog and rain, and the purification, regeneration and reuse of water. Such technologies should be energy-efficient with a low environmental impact in order to reach sustainable energy targets.
- B9** That given the anticipated figures in population growth, countries should consider agriculture to be both an economic and strategic sector.
- B10** That measures be devised and disseminated to improve irrigation systems through a more efficient use of water energy.
- B11** That viable funding schemes with guarantees be drawn up between countries and institutions. They should provide for the possibility of attracting capital from the market for investments in the water infrastructures necessary to provide public supply and sanitation services, as well as attracting the human resources required to do so.
- B12** That rational economic criteria be applied that promote efficiency and sustainability, which should likewise adopt the principles of social and environmental justice in the management of water.
- B13** That integrated policies be set to facilitate the allocation of water for its various uses, providing that in doing so economic efficiency and environmental quality are favoured.
- B14** That all citizens share the responsibility of the integrated management of water and sustainability.
- B15** That citizens come to realise that water is the heritage of all living beings, not just a resource for human use.

ZARAGOZA 2008: AN EXPO WITHOUT AN EXPIRY DATE

In order to promote its recommendations, this 2008 Zaragoza Charter will be entrusted to the Secretariat General of the United Nations Organisation, the International Exhibitions Bureau and the Government of Spain.

All of the documents on which this Charter is based — speeches, debates, analyses and conclusions — are kept, as a heritage to be shared, in various appendices to the *Legado* (Legacy) and the *Caja Azul* (Blue Box), which shall be left in the custody of Spain, as the host country of the 2008 International Exhibition.

Zaragoza, 14 de September 2008
Closing Day of the 2008 Zaragoza International Exhibitions

